

Tatinia Phinisee

MGT6013 Global Leadership

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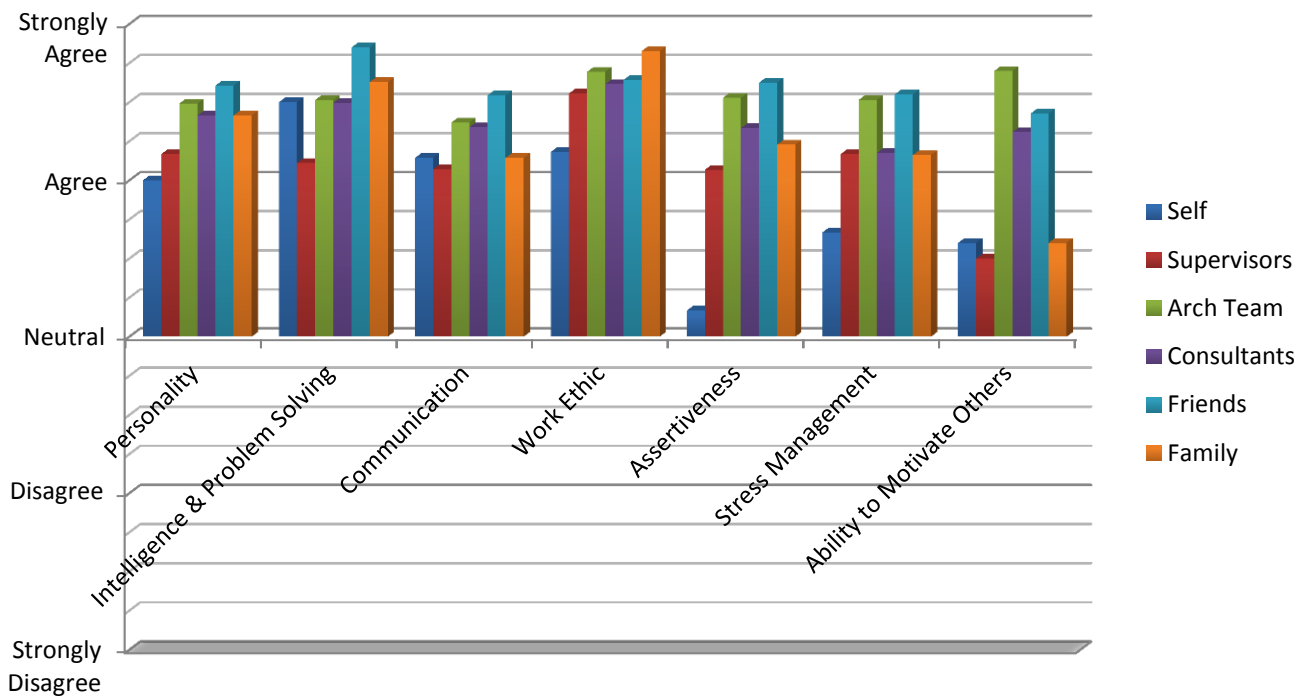
April 4, 2013

360 Evaluation Report

Purpose

The purpose of the 360 Survey was to provide constructive feedback that assisted with the assessment of my leadership skills, identifying strengths and weaknesses. The results of the survey were used to develop a plan for improving my leadership skills in order to become a more effective leader.

360 Summary Chart



Before passing out the survey to individuals I filled out one to analyze my own leadership skills. Respondents then were selected as randomly as possible within the constraints of time, availability and finding individuals who had enough familiarity with my leadership capabilities to provide feedback. Respondents were asked to place their names and categories on the surveys but told that they could choose to remain anonymous if they felt more comfortable doing so, as long as they selected the appropriate category. Of the 26 respondents only two did not put their names on the surveys, but their responses were not more negative or critical than the rest.

Respondents were asked to be frank and honest in their assessment of me in the following areas:

- Personality
- Intelligence & Problem Solving
- Communication
- Work Ethic
- Assertiveness
- Stress Management
- Ability to Motivate Others

In order to get a well-rounded set of responses people were selected in the following categories:

- Supervisors (Three Respondents)
- Architecture Team Members (Four Respondents)
- Consultants: Non-architecture Team Members, including Administration (Eight Respondents)
- Friends (Five Respondents)
- Family (Six Respondents)

Ratings ranged from Strongly Disagree to Strongly Agree and were given a corresponding numerical value for calculations: -2 (Strongly Disagree), -1 (Disagree), 0 (Neutral), +1 (Agree) and +2 (Strongly Agree). Respondents were instructed to use Neutral for survey questions that they felt unqualified to answer based on lack of observation in that particular area. The Neutral responses were omitted from the survey calculations. Some of the individual responses were Disagree and Strongly Disagree; however the averages by respondent type were all greater than 0.

In general the questions were easily understandable by respondents. There were two items that were reported as confusing. The first is under the Personality category. Many wondered what was meant by the term “Is sensitive” – whether it referred to me being a sensitive individual or whether the question was whether I was sensitive to others. The second item was under the Communication category. The phrase “read between the lines” was considered a bit vague by respondents. Some responded Neutral more frequently to these two questions. Others applied their own interpretation to the phrases and responded accordingly.

Strengths

The highest ratings were in the Work Ethic category. The general consensus is that I am honest, ethical and a hard worker. I did find it interesting that many people did not rate ethical and honest in the same way. This goes in keeping with various theories about the difference between morality and ethics. Some say the two are interchangeable. But as indicated by the results, one can see that ethical behavior involve additional factors such as making decisions in “gray” areas or when there is no answer that will satisfy all parties involved (Hughes, Ginnett, & Curphey, 2012, pp. 152-154). I am also viewed as being dedicated, competent and detail oriented.

I do my best to provide quality work and be dependable and trustworthy. However there are limitations that affect the level of quality and dependability. For example, if I have a LOT of things to do then some items may have to get pushed to the back burner in order to get more pressing matters done. It may take me a while to circle back to those items but I try to do so. And of course the quality of my work depends on the amount of time I have. I try to minimize errors as much as possible. However as is the case with everyone, if I am in a hurry to do something there is a higher chance that I may make a mistake. When this happens, I try to take responsibility for the situation and find a solution as quickly as possible rather than make excuses.

In the Personality category I am perceived as being very approachable, enthusiastic, open to new experiences and concerned about the well-being of others. In the Intelligence and Problem Solving

category I am generally viewed as very creative, perceptive and imaginative to friends, family and co-workers. Supervisors' ratings were a bit lower than everyone else's in this category but that could be because there are not as many opportunities to exhibit these characteristics in dealings with supervisors on a daily basis. It does indicate an opportunity for improvement.

People also view me as being a tactful person. I gave myself a 1 in this area. I try to be as tactful as possible in dealing with people – perhaps a little too tactful at times (see the response comment below about needing to be blunt when the situation calls for it). But if someone is not getting the point and needs clarification I am usually pretty good at explaining things in a way that is easy to understand. I try to include examples and illustrations when the situation requires it but I can improve in this area.

Areas of Agreement

Generally speaking the survey results were in harmony with my own conclusions in the areas of Personality, Intelligence & Problem Solving, Communication and Work Ethic. If anything I think the respondents were a little bit nicer than I was. This may be in line with some of the additional feedback from family members who said I was overly critical of myself.

Interestingly, others generally perceive me as being more outgoing and outspoken than I perceive myself to be. The results appear to indicate that my supervisors view me as not being outspoken, but in reality two of them answered with Neutral while only one gave me a Disagree (-1). Perhaps the two who responded Neutral were just trying to be nice. But since I had given myself a -1 in that category I am not really surprised by their responses.

Areas of Disagreement

The greatest discrepancy between my analysis and my peers was in the area of Assertiveness. In my opinion, I am totally not competitive with others (which is why I gave myself a -2). But I am competitive with myself so perhaps their response to this item is more accurate than mine. The degree of Assertiveness varied by respondent category but their average score was 1.356 (slightly higher than Agree) while my own analysis was a 0.167.

In the Work Ethic category there were some areas where I had given myself a 2. Of these areas, being honest and working hard were items that I felt everyone would agree on. Of the 26 respondents 25 people gave me 2 (Strongly Agree) in this area. The person who gave me a 1 still indicated that he agreed that I possess these qualities, but the 1 implies that I can stand to improve in this area. I do not agree with his assessment. However, looking over all his responses I saw that he didn't give me a 2 (Strongly Agree) or a -2 (Strongly Disagree) in anything. Keeping in mind his personality (more of a laid-back person who remains relatively neutral on all matters except the New York Yankees) I realized that getting a 1 from him was almost the same as getting a 2. Even though it brought the average down, I feel that I am doing my best in those two areas, and will continue to do so.

Under the Ability to Motivate Others category, I received higher scores for being charismatic than I gave myself. Charisma is an important quality for a leader to develop (Hughes, Ginnett, & Curphey,

2012, pp. 583-584), but I do not believe I am a very charismatic person. I feel I am just the opposite. I don't go out of my way to charm anyone or to sugar coat anything. But I guess others may feel comfortable around me and that may be why they responded the way they did.

Another item I do not agree with in this category is that my supervisors gave me relatively low scores in encouraging others to take the initiative and giving constructive criticism. In contrast my peers rated me higher in these areas and in the other items under this category in general. I think this is because when I do give constructive criticism, commendation or encouragement I try to be discreet – in a way that will not making anyone feel uncomfortable, and in a way that may not be as direct as it could/should be. Because of this I don't think the supervisors realize that I do try to motivate others. Even though I disagree with their assessment I do believe that there is room for improvement.

Challenges and Performance Goals

One area that I could use some improvement in is Communication. Generally my reading, writing, and listening skills are okay. Some of the lowest scores in that category were for the item "Speaks Clearly". I understand the reasoning for this because (1) sometimes I talk really fast and (2) sometimes I look at a matter from a complex perspective and when I try to explain my viewpoint to others it sounds too complex and/or convoluted. I need to work on being more direct and get to the point more quickly when talking with others.

Another area that I really need improvement in is Assertiveness. I gave myself the lowest rating in this category – 0.167. This number is low due mainly to my rating of -2 in terms of competitiveness. Interestingly, most respondents gave me much higher scores, except for the supervisors, who all responded Neutral to this item. In a way I think it is good to have lower scores in competitiveness because that is not always a desirable trait, especially when it involves 'climbing on top of others to succeed', as noted below in the Additional Feedback comments.

I also need to work on improving my confidence. I gave myself a -1 in this area. Other ratings averaged 1.287. People feel I am okay in this area. But that's because they can't read minds. I know there is a lot that I don't know. When my supervisor gave me additional responsibilities I was a bit reluctant because I told him that I don't have enough experience in all areas. There is still so much to learn. His response was a question – Would you rather work with someone who thinks they know everything or work with someone who knows when to ask for help? Naturally I replied that I would rather work with someone who knew when to ask for help so that we could avoid going down a wrong path and causing a lot of problems because someone was too proud to admit he needed assistance. So it is good to know your limitations. But I need to work on feeling confident in the things I do know. Improving my confidence will also help me to be more decisive. As stated in the course textbook, decisive (or direct) leadership involves that leaders are "telling the followers what they are expected to do, how to do it, when it is to be done and how their work fits in with the work of others. This behavior would also include setting schedules, establishing norms, and providing expectations that followers will adhere to established procedure and regulation" (Hughes, Ginnett, & Curphey, 2012, p. 543).

Sometimes I know the answer to a question, but may hesitate or second-guess myself and do not want to give a response until I have confirmed my “gut instinct” in writing or with a more authoritative source. I also feel uncomfortable at times because I am often placed in a position when I have to direct others who are much older than me and/or have much more experience than me. I need to trust my instincts more. An effective leader has to have the trust of his team and if the leader is not confident in his abilities then he cannot ask or expect his team to be confident in him (Hughes, Ginnett, & Curphey, 2012, pp. 277-283).

Other comments in the Assertiveness category, when combined with the results from the Ability to Motivate Others category, indicate that I can stand to improve in distributing work more equally – motivating others to take on more tasks so that I do not have as much work to do. I agree that this is an area that can step up in. I wholeheartedly agree that delegation is great, and I want to do it as much as possible. Unfortunately there are two situations that lead to a bit of reluctance on my part:

1. Sometimes people are already heavily loaded with work and I feel really bad about asking them to take on more, so I just add it to my own workload instead, even though I am also heavily loaded.
2. If I am working on a sensitive project – where we have had problems with a client in the past – I want to make sure that errors are minimized and that the project is extremely high in quality. So when it comes to tasks that are complex or require a high degree of concentration and/or coordination I will often take these tasks on myself rather than delegate them. It is not that I feel someone else can't do it. It is just that sometimes it is quicker to just do it myself than to explain to someone else what needs to be done, have them take longer to do it because they are unfamiliar with the project, review their work, mark up items for them to correct, let them make the corrections, and then review it again to make sure all items have been picked up.

My supervisor tells me that even though it takes longer to have someone else do the work, I should still delegate because that frees me up to work on something else. I understood his explanation but it didn't really sink in until I had to work on a recent project that was a conversion from one drafting program to another – Revit (3D) to AutoCAD (2D). There were over 100 sheets to convert for my department alone. The work would take two weeks for one person to work on full time. I was so swamped I had no time to do it.

Thankfully my supervisor was able to get drafting help from other departments. He and the office manager went to each department and asked for volunteers to come in on the weekend and help. I felt really bad about having people work on the weekend and apologized to everyone for needing help. For one guy it was even his birthday.

But my supervisor told me that I should stop apologizing to people and not feel bad about them coming in to help because it was not my fault that we had too much work and not enough staff in our department. He also stressed that they volunteered to help (incidentally most of them also got paid overtime – which I do not because I am salaried rather than hourly).

I had to go through the process listed above – explaining, reviewing and re-reviewing. I had assistance from four people (not all at the same time). With their help I was able to spend only about two days (cumulative) on the project and it was completed in about a week.

Even though their hours added up to more time than it would have taken me to do it myself, it was successful because the total time was shortened (one week instead of two). Also, as my supervisor explained, the drafters work at a lower pay grade so even though it took them longer, they got paid less. So that equaled less money (or an equal amount) coming out of the project budget. And I was able to work on more complex tasks that required my attention and could not be delegated to others.

The final area that I really need to improve in is Stress Management. My rating in that category was 0.667. While others generally gave me substantially higher scores, I did read several comments that indicated what I already believed – that sometimes when I am in really stressful situations I get stressed out. This usually deals with working with really tight deadlines on multiple projects simultaneously.

Sometimes I will have three projects due in one day. That is a lot because in addition to making sure my department's work is accurate and complete, I have to review and coordinate everyone else's work from other departments – Civil, Structural, Mechanical, Electrical and Plumbing. We usually print all the drawings, specifications, calculations, design analyses, etc. in-house because it is less expensive so I usually end up printing, binding, scanning, and boxing up everything because there is often no one available to help. I also have to make sure the administration assistants have the transmittals, shipping information, and have called FedEx (or some other carrier) for pickup. When you have to do that for three different projects in one day without getting projects mixed-up it can definitely be stressful.

I try to be calm and level-headed but I admit that sometimes I get a bit flustered and feel like a chicken running around with its head cut off (an expression used by my parents who used to live in the country). And of course when I am under more stress I talk even faster than normal so my verbal communication skills lapse a bit. At times such as these even my supervisor has had to say 'Stop, Breathe, and Regroup.' So I can definitely see the need for improvement here.

Development Planning

Development Planning involves analyzing current leadership characteristics, identifying areas for improvement, setting specific goals with timelines to help reach targets and reviewing progress periodically. It is a continuous process so constant revisions are made, and input from others is vital in the process (Hughes, Ginnett, & Curphey, 2012, pp. 66-69).

As mentioned previously, I need to improve in delegating work to others. This requires a lot of organization because in order to assign tasks to others as efficiently as possible you have to have a handle on the project at the very beginning and be able to break it down into tasks and align those tasks with the abilities of team members you have as resources. This involves planning and forethought.

Often I struggle a bit in this area because at the beginning of a project I am often doing a lot of research and analysis (in addition to work I have on other concurrent projects) but at the same time I have to stay ahead of the rest – always be ready to give a task to anyone who is available at any time so that time is not wasted and the project can move along as smoothly and quickly as possible. I also have to be prepared to answer questions from consultants before I have had time to really delve into the project (such as whether fire rated construction is involved, etc.) because they need this information in order to do their portions of the project.

In addition to doing a better job at delegating I also need to work on my verbal communications skills, being more assertive, increasing confidence in myself, and managing stress. This is in harmony with my Individual Development Plan, which was done previously in this course. The Individual Development Plan included setting development goals to improve speaking in front of a group and demonstrating poise in front of a group.

Most of the action plans in my Individual Development Plan have been enacted, or are currently ongoing. One item that I have not completed is to enroll in a local public speaking improvement course, such as Toast Masters. I originally planned to complete this by March 31st but have not done so. I have, however, identified a public speaking course that is available in my community and just need to step up and enroll. I have also taken advantage of other opportunities at school to do architectural presentations in a variety of formats and have worked to incorporate the feedback I have received from my professors. So I am halfway there.

Another recommendation I received in this course was to speak to a group of senior citizens and/or young children. Through a co-worker I found out about an opportunity to do three presentations for Career Awareness Day for a local elementary school (4th grade students) and have signed up to speak on May 3rd. So we will see how that goes!

Part of the reason why I have lower confidence in myself (which is vaguely referred to in the Additional Feedback section) is that many architects have professional Master degrees. It was not a requirement when I attended undergrad thousands of years ago but the rules have since changed. I was frequently told that I was not as talented or qualified as other employees because I did not have a Master degree, even by people who did not have Master degrees themselves.

When the recession hit and I was laid off, I had a lot of trouble finding a job. There was a 50% unemployment rate among architects so the few employers who were hiring sifted through applicants as quickly as possible and I had problems finding a job in other fields because of the high unemployment rates of the general public. My application was often among the first discarded because many of the positions (under the new rules) required a Master degree, even though I had years of experience and knowledge, was LEED accredited and had obtained my professional architecture license (under the old rules) when a lot of people with Master degrees never get their professional license. Plus I was a bit older than the applicants just out of college so I was a bit behind on some of the latest software that they were all extremely fluent with. So let's just say that didn't help me improve in the area of self-confidence.

Development Plan (in table format)

Development Goal	Action Plan	Time Line	Criteria for Success
Improve Delegating to Others	Take time at the beginning of each project to prioritize tasks. List what needs to be done first that impacts other disciplines. Identify which items can be performed by others, and note who is capable of doing each task. Prepare a set of instructions in advance so that they can be given to anyone who is available to help at any time.	Right Now	Maximize the use of my time so that I am not performing tasks that can be handled by others – most notably not working at the office late at night while many others in my department are at home.
Verbal Communication Skills	Work on speaking more slowly and explaining things in a clear, concise manner.	Right Now	When I only have to explain or say something once and everyone “gets it” (on a regular basis) then I will know I have accomplished this goal.
Be More Assertive	Speaking up more frequently to voice my opinion on matters and work on not holding back when giving others direction. Realize that I can still be “nice” to people while taking on a more assertive role, and also realize that if someone is not cooperative or “inclined” to do a task in an appropriate way I need to push back and use the authority I have on the project to motivate them to complete the task instead of just doing it myself.	Right Now	This is linked to the delegation goal. I need to make sure that I am not overly burdened with work while others have lighter loads. Even if it requires them to work overtime (if approved by a supervisor) I need to motivate team members to remain focused and diligent.
Increase Self Confidence	Weed out deconstructive criticism that is overly subjective in nature. Identify strengths and learn to trust my “gut instinct” by reviewing past and present experiences that demonstrate competence.	Over the next 6 months	This area will take some time to improve in and right now I am not really sure how to quantify success, other than feeling more confident and being perceived as a more decisive individual.
Manage Stress in a Healthy Way	Take time for myself – exercise, have a “Spa Day”, and/or do some other activity that forces me to take a break so that I can be refreshed.	Right Now	Successfully implementing a schedule that includes dedicated time for stress relieving activities.

Conclusion

On the whole, much of the feedback confirmed areas for improvement that I was already aware of. But it also helped me to realize that I am a bit overly critical of myself at times, and that I see myself in a more negative way than others do.

I can really reduce stress and workloads for myself by being more organized and learning to depend on others. This has been difficult because for much of my life I have been the one others depended on. It became the “norm” and so I developed a habit of expecting to handle heavy burdens all the time. Now I see not only that I really need to lean on others, but that to my surprise others do not mind helping, even when it is inconvenient for them.

I also know that the reason they are willing to help is because they see that I am doing my best and that motivates them to want to do their best also. I will work on improving myself in the areas identified in this evaluation and also work on taking a break from time to time, sitting back and trying to enjoy life a bit more.

In conclusion, I am very glad that that I took this course. It provided some insight into my own strengths and weaknesses in leadership areas and also provided perspective from others. Without the 360 Survey I doubt I would have received this feedback.

Respondent Comments

Personality

- Architecture Team
 - Tatinia is outspoken (quietly) and sensitive in reference to others.
- Consultants
 - Very outgoing & approachable...while never threatening....
 - She is always optimistic and rarely can be seen without a smile.
 - Very personable.
- Family
 - I think she cares too much about the feelings/welfare of others to her own detriment.
 - Tends to think well of others.

Intelligence & Problem Solving

- Consultants
 - She enjoys resolving a problem and pays attention to the small details.
 - I don't know if I know what the “big picture” is, so how can I tell if someone else sees it?
 - The sky is within your reach.
- Family
 - Does excellent work.
 - Thinks well “out[side] of the box.”

Communication

- Architecture Team
 - Not sure what “read between the lines” means.
- Consultants
 - Strong communicator; especially in writing.
 - Explains in detail.
- Family
 - Tatinia could stand to be a bit more blunt in situations that call for it.

Work Ethic

- Consultants
 - Works very hard which encourages others to do the same.
 - The work day never ends.
- Family
 - I think she works too hard, without leaving any time for herself. This causes her to burn out & then procrastinate until she can build up energy to move forward.
 - Tatinia takes on too much at times instead of making others carry their load; but on the flip side is willing to do the work of others to get the task done – hence needs to be more assertive.
[This comment applies to the Assertiveness section also.]

Assertiveness

- Consultants
 - I haven’t really seen her in a leadership role (directing others).
 - Must be competitive, somewhat, at least. But it isn’t as a negative for you as it can be sensed in others.
 - Very out-going and jumps right in when needed.
- Family
 - Not being competitive is a good thing. She does not climb on top of others to succeed. That said, she needs to understand that being confident is a good thing because she is extremely intelligent, a hard worker, ethical and a great person.

Stress Management

- Consultants
 - Very focused.
- Family
 - Tatinia needs to remember that often others were overly critical of Tatinia out of spite or because of their own insecurities. And she needs to give this criticism as much weight as it does/doesn’t deserve. Plus, she needs to avoid being overly critical of herself.
 - Tatinia would have less stress if she did not do the work of lazy co-workers. She carries too much of the load putting unnecessary stress on herself.
 - She is always looking for constructive criticism so she can improve and be the best she can be.
 - Does well up to a point but will crack under too much strain.

Ability to Motivate Others

- Consultants
 - Very self-motivated to achieve goals.
- Family
 - Tatinia should avoid “holding the hands” of team members and push them to pull their own weight.

Additional Feedback

- Architecture Team
 - Tatinia is a talented and hard working individual and it is a pleasure to work with her.
- Consultants
 - I could not answer many of these other than “neutral” as I have not worked with her in situations that would demonstrate those traits.
 - I enjoy working with Tatinia. I’ve never seen her in any conflict/confrontation, so I really don’t know how she handles those types of situations, but she is very good in non-confrontational settings.
 - Tatinia is a great co-worker. She already does her job well, and you can see that she is still always trying to improve.
 - Overall, I believe you have good leadership skills. You are willing to learn and grow in this and that is good. Keep humility in front, [it] will be a great asset in leading others. Your sense of humor is also a great asset.
- Family
 - Tatinia is a wonderful, intelligent and vibrant individual; however, she should not let the opinion of others govern her view of herself. I strongly admire her for her attitude, work ethic, grace and beauty – inner as well as outer. She tends to be overly critical of herself and takes on more than she should, but that’s the way she is. She’d rather do all the work than to see a project fail because of the laziness and indecisiveness of others. She is very creative and talented. However, with all of her strong and positive attributes, there’s still room for improvement. In summary I wish I was more like her. *[Obviously this one came from my mother!☺]*
 - She is always open to new ideas.

Bibliography

Hughes, R., Ginnett, R., & Curphey, G. (2012). *Leadership: Enhancing the Lessons of Experience* (7th ed.). New York: McGraw Hill Irwin.

360 Detailed Survey Responses by Question and Category

Personality							
Description	Self (omitting neutrals)	Family - 6 (omitting neutrals)	Friends - 5 (omitting neutrals)	Super - 3 (omitting neutrals)	Arch - 4 (omitting neutrals)	Eng/Ad - 8 (omitting neutrals)	Peer Average (Excluding Self)
Is optimistic	1.000	1.167	1.750	1.333	1.250	1.625	
Is outgoing	0.000	1.400	1.800	1.500	1.500	1.250	
Is approachable	2.000	1.667	1.800	1.333	1.750	1.875	
Is spontaneous	1.000	0.800	1.500	1.000	1.667	1.250	
Is outspoken	-1.000	1.000	1.500	-1.000	1.000	1.600	
Is sensitive	2.000	1.600	1.500	1.000	1.000	0.750	
Is enthusiastic	1.000	1.667	1.400	2.000	1.500	1.625	
Is open to new experiences	1.000	1.600	1.400	1.667	2.000	1.250	
Cares about the well being of others	1.000	1.833	1.800	1.667	1.750	1.500	
Category Totals	1.000	1.415	1.606	1.167	1.491	1.414	1.418
Intelligence & Problem Solving							
Description	Self (omitting neutrals)	Family - 6 (omitting neutrals)	Friends - 5 (omitting neutrals)	Super - 3 (omitting neutrals)	Arch - 4 (omitting neutrals)	Eng/Ad - 8 (omitting neutrals)	Peer Average (Excluding Self)
Is creative	1.000	2.000	1.800	1.000	1.750	1.375	
Is perceptive	2.000	1.667	1.750	1.333	1.750	1.667	
Is imaginative	2.000	2.000	2.000	1.000	1.750	1.429	
Sees relationships between things that typically are not viewed as related	2.000	1.600	1.750	1.000	1.000	1.500	
Is practical	1.000	1.167	1.800	1.000	1.500	1.500	
Sees "the big picture"	1.000	1.333	2.000	1.333	1.333	1.500	
Category Totals	1.500	1.628	1.850	1.111	1.514	1.495	1.520
Communication							
Description	Self (omitting neutrals)	Family - 6 (omitting neutrals)	Friends - 5 (omitting neutrals)	Super - 3 (omitting neutrals)	Arch - 4 (omitting neutrals)	Eng/Ad - 8 (omitting neutrals)	Peer Average (Excluding Self)
Speaks clearly	1.000	1.833	1.800	0.333	0.750	1.250	
Listens to others	1.000	1.333	1.600	1.000	1.333	1.375	
Can "read between the lines"	1.000	1.250	1.400	1.000	0.500	1.000	
Is tactful	1.000	1.500	1.400	1.500	2.000	1.625	
Is responsive	1.000	1.333	1.400	1.667	1.333	1.625	
Understands written and verbal communications from others	2.000	1.833	1.600	1.000	1.667	1.250	
Effectively conveys ideas in writing	1.000	1.667	1.600	1.000	2.000	1.250	
Category Totals	1.143	1.536	1.543	1.071	1.369	1.339	1.372

Work Ethic							
Description	Self (omitting neutrals)	Family - 6 (omitting neutrals)	Friends - 5 (omitting neutrals)	Super - 3 (omitting neutrals)	Arch - 4 (omitting neutrals)	Eng/Ad - 8 (omitting neutrals)	Peer Average (Excluding Self)
Provides quality	1.000	2.000	1.600	1.667	1.750	1.714	
Prioritizes Tasks	1.000	2.000	1.500	1.000	1.500	1.333	
Is dependable and trustworthy	1.000	1.833	1.600	1.667	1.750	1.875	
Is honest	2.000	2.000	2.000	2.000	1.750	2.000	
Is a hard worker	2.000	2.000	2.000	2.000	1.750	2.000	
Does not procrastinate	0.000	1.000	1.500	1.000	1.667	1.417	
Is dedicated	2.000	1.833	1.600	1.667	1.750	1.714	
Is balanced	-1.000	1.250	1.600	1.333	1.667	1.000	
Is ethical	2.000	2.000	1.500	1.667	1.750	1.875	
Is competent and qualified	1.000	2.000	1.600	1.000	1.750	1.875	
Pays attention to detail	1.000	2.000	1.600	1.667	1.750	1.571	
Is organized	1.000	2.000	1.600	2.000	1.500	1.000	
Category Totals	1.182	1.826	1.642	1.556	1.694	1.615	1.667
Assertiveness							
Description	Self (omitting neutrals)	Family - 6 (omitting neutrals)	Friends - 5 (omitting neutrals)	Super - 3 (omitting neutrals)	Arch - 4 (omitting neutrals)	Eng/Ad - 8 (omitting neutrals)	Peer Average (Excluding Self)
Takes the lead in crises	1.000	1.200	1.500	1.000	2.000	1.333	
Is competitive	-2.000	1.333	1.500	0.000	1.333	1.167	
Is decisive	1.000	0.833	1.400	1.000	1.500	0.857	
Is confident	-1.000	0.800	1.800	1.000	1.500	1.333	
Can successfully direct others to complete a project	1.000	1.200	1.750	1.000	1.333	1.600	
Is focused and goal-oriented	1.000	2.000	1.800	1.333	1.500	1.714	
Category Totals	0.167	1.228	1.625	1.067	1.528	1.334	1.356
Stress Management							
Description	Self (omitting neutrals)	Family - 6 (omitting neutrals)	Friends - 5 (omitting neutrals)	Super - 3 (omitting neutrals)	Arch - 4 (omitting neutrals)	Eng/Ad - 8 (omitting neutrals)	Peer Average (Excluding Self)
Remains calm in stressful situations	-1.000	0.667	1.500	0.667	1.250	1.143	
Thinks clearly in stressful situations	1.000	0.667	1.400	1.500	1.333	1.000	
Takes the lead in stressful situations	1.000	0.667	1.400	1.500	1.667	0.750	
Minimizes conflicts	1.000	1.800	2.000	1.333	1.667	1.375	
Is resilient	1.000	1.500	1.500	1.000	1.500	1.375	
Responds well to criticism	1.000	1.667	1.500	1.000	1.667	1.400	
Category Totals	0.667	1.161	1.550	1.167	1.514	1.174	1.313
Ability to Motivate Others							
Description	Self (omitting neutrals)	Family - 6 (omitting neutrals)	Friends - 5 (omitting neutrals)	Super - 3 (omitting neutrals)	Arch - 4 (omitting neutrals)	Eng/Ad - 8 (omitting neutrals)	Peer Average (Excluding Self)
Encourages others to take the initiative	1.000	1.000	1.600	-1.000	2.000	1.200	
Is charismatic	-1.000	1.400	1.333	1.000	2.000	1.429	
Encourages teamwork and collaboration	1.000	1.167	1.400	1.000	1.667	1.125	
Gives commendation	1.000	1.200	1.400	1.000	1.500	1.286	
Gives constructive criticism	1.000	1.167	1.400	0.000	1.333	1.500	
Category Totals	0.600	1.187	1.427	0.500	1.700	1.308	1.224